

# City of Pensacola Strategic Planning Session

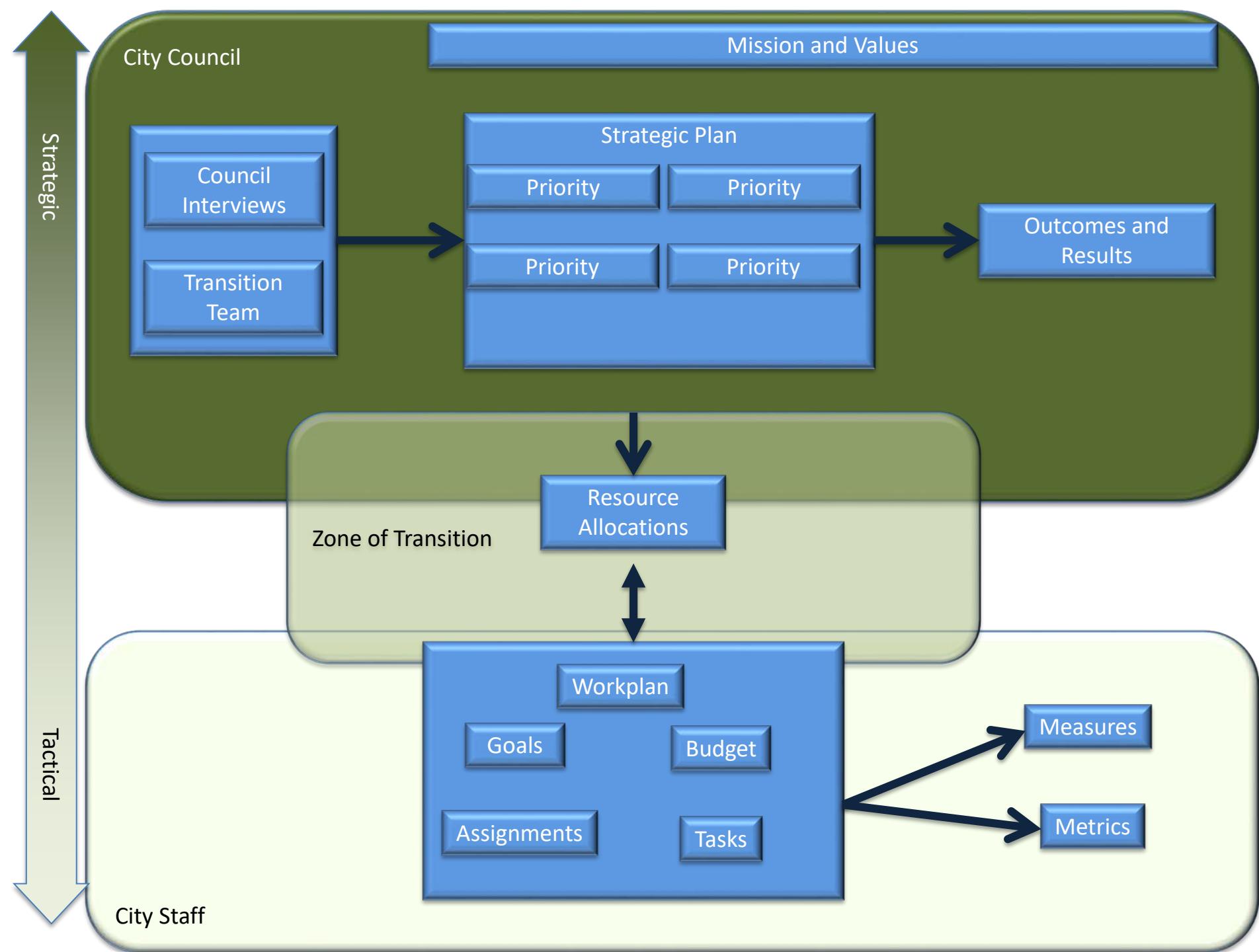
May 9, 2019

*John Streitmatter, Director*

*john.streitmatter@lri.com*



# WORKING VERSIONS RESULTING FROM THE SESSION





# Mission – Working Version

The Mission of the City of Pensacola

We desire the highest quality of life for all our citizens.

We do that by:

- Providing cost effective municipal services, including public safety, infrastructure, and public amenities and
- Working together with the community to create a healthy environment and growing economy



# Values – Working Version

## Transparency

- We exist to serve the people and the people should have visibility into what we're doing, and why.

## Service Orientation

- We are in service of the people. As a result we strive to:
  - Provide a good service experience
  - Listen to citizens
  - Find ways for citizens to make a contribution to solutions.

## Accountability

- We use the people's money and we should be able to demonstrate where it went and what we got for it.

## Inclusivity

- We need to be mindful of all of our citizens' unique circumstances
- We strive to distribute resources equitably for the benefit of all our citizens

## Focus on our Core Mission

- Our focus is to provide the elements of the core mission

## Collaborate for Broader Impact

- We work together with intergovernmental and private partners on things that benefit the community but are not the core mission of City Government

## Sustainability Mindset

- We need to think for the long term and ensure that we take actions that can be sustained and supported over time
  - Environmental stewardship
  - Affordable and decent housing
  - Historic Preservation
  - Cultivating the identities of our neighborhoods



# Criteria for Prioritizing

## Alignment with Core Mission

- Items that are more closely aligned to the core mission of the City should be prioritized.
- The more an item enables us to deliver services the higher its priority. Public Safety, Recreation, Infrastructure.
- Needs over wants.

## Reach across the Community

- The extent to which we can provide a service consistently across the entire City the higher its priority.

## Feasibility – resources and action plan

- Projects that are viable (achievable, clear action plan, clear expected outcomes) would be prioritized over others.
- Do we have the resources, especially financial, to actually implement the action?
- Measurable outcome – where we can see a demonstrable, measurable outcome we would prioritize those above others.

## Partnership

- Where there are opportunities to partner the priority is higher – whether that's the private sector, the county or some other entity – if we have other people and funding sources working with us our likelihood of success goes up.

# Prioritized List of Transition Team Categories

- Crime and Safety (6)
- Neighborhoods (5)
- Economic Development (5)
- Environment (2)

RAFT

( ) indicates the number of Councilmembers indicating this was a high priority when forced to pick 3 of the 10 items. Only 6 Councilmembers participated

© 2019 Leadership Research

Working Version developed during the session

## Strategic Items Surfaced by the Council

- Maintain a safe community (7)
- Improved neighborhood infrastructure (Lighting, flooding, speeding, sidewalks) (7)
- Adopt complete streets (4)
- Adopt neighborhood focused approach or structure (3)

( ) indicates the number of Councilmembers indicating this was a high priority when forced to pick 4 of the 11 items

# City of Pensacola – Strategic Plan

**DRAFT**

We desire the highest quality of life for all our citizens

## Mission

We do that by:

- Providing cost effective municipal services, including public safety, infrastructure, and public amenities
- Working together with the community to create a healthy environment and growing economy

## Values

| Transparency   | Service Orientation   | Accountability   | Inclusivity   | Focus on our Core Mission                                | Collaborate for Broader Impact  | Sustainability Mindset   |
|--|---|--|---|--|---|--|
| We exist to serve the people and the people should have visibility into what we're doing, and why. | We are in service of the people. As a result we strive to: <ul style="list-style-type: none"> <li>• Provide a good service experience</li> <li>• Listen to citizens</li> <li>• Find ways for citizens to make a contribution to solutions.</li> </ul> | We use the people's money and we should be able to demonstrate where it went and what we got for it. | <ul style="list-style-type: none"> <li>• We need to be mindful of all of our citizens' unique circumstances</li> <li>• We strive to distribute resources equitably for the benefit of all our citizens</li> </ul> | Our focus is to provide the elements of the core mission | We work together with intergovernmental and private partners on things that benefit the community but are not the core mission of City Government | <ul style="list-style-type: none"> <li>• Environmental stewardship</li> <li>• Affordable and decent housing</li> <li>• Historic Preservation</li> <li>• Cultivating the identities of our neighborhoods</li> </ul> |

## Priority Areas

### Crime and Safety

### Neighborhoods

### Economic Development

### Environment

#### Prioritization Criteria

- Alignment with Core Mission
- Reach across the Community
- Feasibility
- Partnership Possibilities



- Maintain a safe community
- Other Transition Team items as appropriate

- Improved neighborhood infrastructure (Lighting, flooding, speeding, sidewalks)
- Adopt complete streets
- Adopt neighborhood focused approach or structure
- Other Transition Team items as appropriate

- Increase affordable housing inventory
- Take advantage of our history to help the city grow and become a better place
- Targeted development zones – West Cervantes, 9th Ave
- Other Transition Team items as appropriate

- Completion of strategic water quality projects
- Strategic Exotic / Invasive species eradication projects
- Other Transition Team items as appropriate